

# EMS METRICS

Or, what gets measured, gets done

September 24, 2008  
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# Why do we have metrics?

- It allows Administration and Agency managers to determine if goals are being met.
- It allows senior decision makers to allocate resources (energy, money and people) towards areas of need.
- It provides an opportunity for those who excel to get credit for their efforts.
- “What gets measured gets done.”
- The EO requires it.

# Rules for Development of EMS Metrics

- Questions must be relevant
- Collection of data must serve a purpose and be useful— what counts gets measured
- Question and collection of data must recognize reporting burden on facility/organization
- Question must not make policy but may recognize emerging issues or historic deficiencies
- Feedback gets things done better

# Scored EMS Metrics

## FY06-FY08

### ■ METRICS

- Aspects
  - Goals, Objectives and Targets
  - Operational Controls
  - Environmental Training
  - Contracts
  - EMS Audit and Evaluation Procedures
  - Management Review
- Response A= basically just getting started
- Response D = EMS is fully functional with continual improvement evident
- Also includes “un-scored” questions about performance

# Facility-Level Rating

## Constant From 2006-2008

For Green, a Facility Needs:

At Least 5 D's  
No More than 1 B  
No A's at all

←OR→

At Least 4 D's  
No B's at all  
No A's at all

For Yellow, a Facility Needs:

At Least 4 C's (or D's)  
No More than 1 A

For Red, a Facility is:

Neither Green nor Yellow

# Department-Level Rating

**A Sliding Scale – More Stringent Each Fiscal Year**

**2006**

G	At Least 70% of reporting EMSs are Green No More than 5% of reporting EMSs are Red
Y	No More than 20% of reporting EMSs are Red
R	Neither Green nor Yellow

**2007**

G	At Least 75% of reporting EMSs are Green No More than 5% of reporting EMSs are Red
Y	No More than 15% of reporting EMSs are Red
R	Neither Green nor Yellow

**2008**

G	At Least 80% of reporting EMSs are Green No More than 5% of reporting EMSs are Red
Y	No More than 10% of reporting EMSs are Red
R	Neither Green nor Yellow

*Updated to  
reflect EO 13423*

## July 2008 Management Scorecards

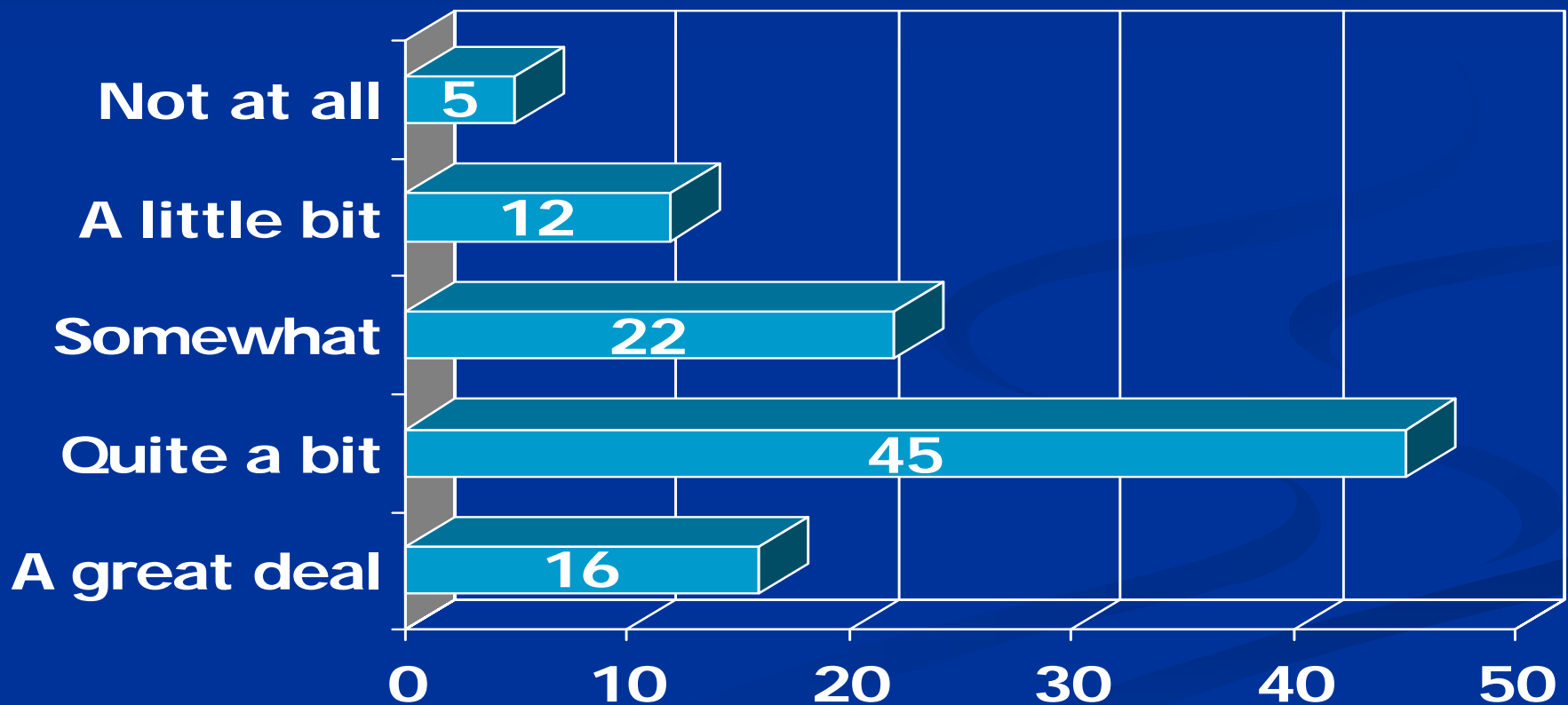
	Energy		Transportation		Environment	
	Status	Progress	Status	Progress	Status	Progress
Agriculture	●	●	●↓	●	●	●
Commerce	●	●	●	●	●	●↑
Defense	●	●	●	●	●	●↓
Education					●	●↑
Energy	●	●↓	●	●	●	●
EPA	●	●	●	●	●	●
HHS	●↓	●	●	●↑	●	●
DHS	●↓	●↑	●	●	●↑	●
HUD	●↑↑	●	●	●↑	●↑	●
Interior	●	●	●	●↑	●	●↑
Justice	●	●↑	●↓	●	●	●
Labor	●↑	●	●↑↑	●	●	●
State	●	●	●	●	●	●↓
Transportation	●↑↑	●	●	●	●	●
Treasury	●	●	●↑↑	●	●	●
Veteran's Affairs	●	●	●	●	●	●
Court Services			●	●↑		
GSA	●	●	●	●	●↓	●
NARA	●↑↑	●			●	●
NASA	●	●	●	●	●	●
OPM					●↑	●
SSA	○	●	●↑	●	●	●
Smithsonian	○	○	●	●↑	●	●
TVA	●	●			●	●
USPS	●	●	●	●	●	○

# Un-Scored Questions

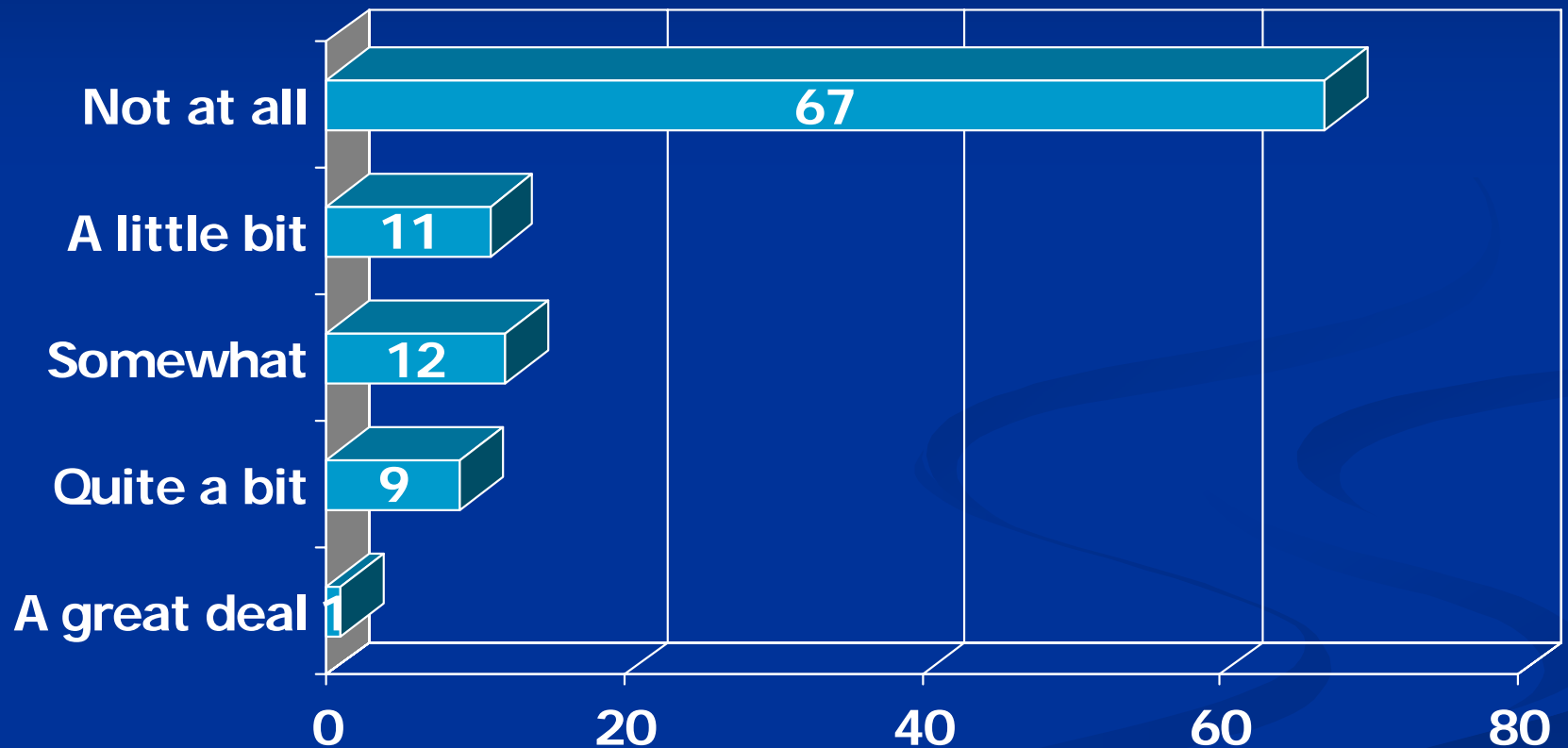
- Benefits of EMS to the facility/organization
  - 9 sliding scale questions about topics such as cost avoidance, improved understanding of environmental issues and improved community relations
- Benefits of EMS to the Environment
  - 13 sliding scale questions about EMS effect on air, water, land, safety, energy, fuel, etc.
- EMS Experiences - descriptive
  - Benefits/Successes, Best Practices, Lessons Learned, Challenges, Benefits to Agency Mission



# Greater understanding of environmental issues at all levels of the organization



# Reduced number of permits needed to operate



# What will the next set of EMS Scored Metrics look like?

- Keep selected 06-08 metrics – alter responses to reflect expected EMS progress
- Add a metric to address inclusion of sustainable practices and goals from EO 13423
- Add a metric to address inclusion of regulatory compliance from EO 13423
- Address the status of EMS conformance declaration
- Goal is to measure performance as well as progress
- More agencies will use FedCenter
- Draft 09 metrics are complete and available for Agency comment
- Scoring proposals are being developed
- Process stays the same

# What Do the Proposed Metrics Cover?

- Scored A-D similar to 06-08
  - Aspects
  - Sustainable Practices
  - Objectives, Targets and Programs
  - Training
  - Operational Controls
  - Contract Agreements
  - Regulatory Compliance
  - Management Review

# What will the next set of EMS Un-Scored Metrics look like?

- Un-Scored - yes/no - has element been reviewed and is it part of or coordinated with the EMS – Significant Aspect? Objectives and Targets? Plans and Programs?
  - Energy Use, Green House Gas Emissions, Renewable Energy Use, Water Use, Purchasing, Solid Waste, Toxic and Hazardous Chemicals Use, Building Const./Lease/Operation, Vehicle Fleet/Petroleum Products Use, Electronic Equipment Purchase/Use/Disposal, Regulatory Compliance
- Maintained EMS Experiences questions

# Challenges for 09 and Beyond

- New scoring framework at both the EMS and Agency scoring level
- How to deal with “Organizational” EMSs
- Making the best use of data that is collected
- Ensuring the Declaration of Conformance process works as planned

# Declaration of Conformance

- Facilities previously identified under E.O. 13148 as “appropriate facilities” and already underway with implementation as of the date of the E.O., shall ensure their EMS is fully implemented by December, 2008, ...
- **C. Declaration of Conformance**
- (1) Full implementation. For the purpose of conformance to E.O. 13423, an EMS shall be considered fully implemented when (1) it has been the subject of a formal audit by a qualified party outside the control or scope of the EMS, (2) audit findings have been recognized by the appropriate level of the agency implementing the EMS, and (3) the appropriate senior manager accountable for implementation of the EMS has declared conformance to EMS requirements.

# Clarification

- Outside audits conducted every three years – declaration renewal up to each agency
- The audit is to see if the EMS is working properly and identify opportunities for improvement
- The management recognition ensures problems are addressed and improvement is proceeding
- The declaration process ensures those declaring have adequate basis and are accountable for the statement of conformance
- “Self declaration” and “first party audit” are no longer part of the federal EMS dialogue



# Tools

- FedCenter
  - EMS program area
  - reporting tools
  - In the future
    - EMS , Labs and UST online training
    - Possible registry for feds with audit capabilities
- EMS crosswalks – labs, UST, storm water, NPDES wastewater
- EMS templates

# The Future

- Greater experience with EMS
- More sharing of practices and lessons learned
- New leadership – both short and long term - will mean new opportunities but EMS will not go away

# THANKS!!

Contact Information

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